

Message Text

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ACTION IO-13

INFO OCT-01 EA-09 ISO-00 AID-05 AGR-10 EB-07 OMB-01
TRSE-00 CIAE-00 DODE-00 PM-04 H-02 INR-07 L-03
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TO SECSTATE WASHDC PRIORITY 1885
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E.O. 11652: N/A
TAGS:
SUBJ: 24TH UNDP GOVERNING COUNCIL: UNDP REPORT ON ITS FUTURE ROLE

REF: STATE 086320

1. EMBASSY AND USOM OFFICERS HERE DISCUSSED SUBJECTS RAISED
IN REFTTEL WITH UNDP RESREP, ADRIANO GARCIA, AND TWO OF HIS
STAFF. MISSION RELATIONS WITH UNDP ARE GOOD AND GARCIA WAS
FORTHCOMING AND CANDID IN HIS COMMENTS.

2. GARCIA THOUGHT THAT THE PRESENT SYSTEM OF EVALUATION WAS
WEAK. MANY SEEM TO HOLD THE VIEW THAT EVALUATION IS PRIMARILY
THE RESPONSIBILITY OF THE COUNTRY CONCERNED. ABSOLUTELY
INDEPENDENT EVALUATION BY EXPERTS WITHOUT A VESTED INTEREST
IN THE PROGRAM BEING EVALUATED IS RARE. HE ESTIMATED THAT
FOUR PER CENT OF THE EVALUATIONS HE HAS BEEN RESULTED IN THE
JUDGMENT THAT THE PROGRAM INVOLVED WAS AN ABSOLUTE
DISASTER, BUT THAT PROGRAMS WERE ALMOST NEVER TERMINATED,
LARGELY BECAUSE OF POLITICAL CONSIDERATIONS. WHERE THE
SYSTEM DID WORK WAS IN GIVING FEEDBACK TO THE UN ON WHAT IT
COULD DO WELL AND WHAT IT COULD NOT. HE CITED A STUDY OF
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UNESCO'S ACTIVITIES IN FUNCTIONAL LITERACY PROJECTS IN A
LARGE NUMBER OF COUNTRIES WHICH SHOWED THAT THE GREAT
MAJORITY WERE FAILURES. THIS, HE SAID, LET TO A DECISION THAT
UNESCO SHOULD AVOID NEW PROGRAMS IN THAT FIELD. GARCIA FAVORS
A SYSTEM OF INDEPENDENT EVALUATION BY PEOPLE WITHOUT AN AX TO
GRIND.

3. ON THE PROBLEM OF COORDINATION, GARCIA THOUGHT THAT THE RESREP'S AUTHORITY HAD BEEN STRENGTHENED BY THE FUNDING CRISIS WHICH NECESSITATED A VERY STRINGENT REVIEW OF PROGRAMS IN THE COUNTRY. HE WAS INCLINED TO THINK THAT IT WAS A LONG AND DIFFICULT PROCESS TO STRENGTHEN THE INSTITUTIONAL AUTHORITY OF THE RESREP. THE RESREP'S AUTHORITY WOULD, HE THOUGHT, CONTINUE TO DEPEND A GREAT DEAL ON THE INCUMBENT'S PERSONALITY AND BUREAUCRATIC SKILLS.

4. ON THE QUESTION OF ADDITIONAL RESPONSIBILITIES, GARCIA SAID THAT HE THOUGHT THAT HIS OFFICE COULD HANDLE A PROGRAM TWICE AS LARGE AS IT NOW HAS WITH NO DIFFICULTIES. RESREP'S ABILITY TO COPE WITH THESE RESPONSIBILITIES DEPENDS LARGELY ON AVAILABILITY AND QUALITY OF ADVICE FROM TECHNICAL EXPERTS.

5. ON FUNDING, GARCIA SAID THAT THERE WOULD ALWAYS BE DIFFICULTIES UNLESS DONORS MADE LONG-TERM COMMITMENTS OVER A PERIOD OF YEARS. ADDITIONAL OPEC CONTRIBUTIONS IN AND OF THEMSELVES WOULD NOT SOLVE THE PROBLEM UNLESS THEY WERE COMMITTED OVER A PERIOD OF YEARS AND NOT ON AN ANNUAL BASIS.

6. ON THE QUESTION OF A SINGLE GENERAL UNDP FUND THERE WERE MIXED REACTIONS. THERE ARE WEAKNESSES WITH THE PRESENT PROLIFERATION OF SPECIAL FUNDS. HOWEVER, THE EXISTENCE OF SEPARATE FUNDS WAS HELPFUL IN THE CASE OF U.S. CURTAILMENT OF CONTRIBUTIONS TO ILO AND UNESCO IN THE PAST, WHERE THE FINANCIAL DIFFICULTIES WERE LIMITED RATHER THAN GENERAL. ON BALANCE, THE UNDP OFFICIALS FAVORED GREATER RESOURCES
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GOING THROUGH A GENERAL UNDP FUND.

7. GARCIA FELT STRONGLY THAT UNIVERSALITY SHOULD CONTINUE TO BE A CARDINAL PRINCIPLE IN UNDP, UNDP, HE SAID, CAN AND DOES COPE WITH THE NEEDS OF THE MORE ADVANCED LDC'S. COST SHARING AND COST REIMBURSEMENT ALREADY EXIST WITH CERTAIN OF THE OPEC COUNTRIES AND THESE CONCEPTS MAY BE USED AND EXPANDED WITHOUT MAJOR STRUCTURAL OR OPERATIONAL CHANGES WITHIN UNDP.

8. GARCIA SAID THAT THERE WERE POLITICAL AND BUREAUCRATIC REASONS FOR THE SECOND SESSION OF THE GOVERNING COUNCIL EACH YEAR IN GENEVA, BECAUSE OF THE STRONG INTERESTS OF THE EUROPEAN COUNTRIES IN HAVING ONE SESSION ON THEIR HOME GROUNDS. HE SAID THAT THE GENEVA SESSION WOULD BE HARD TO ELIMINATE. HE DID FAVOR A STANDING INTER-GOVERNMENTAL COMMITTEE.

9. IN SUMMING UP HIS OWN VIEWS ABOUT THE FUTURE OF UNDP,

GARCIA SAID THAT IT SHOULD BE MORE CONCERNED WITH LONG-RANGE DEVELOPMENT GOALS AND THEIR ACHIEVEMENT AND LESS WITH TECHNICAL COOPERATION AND ASSISTANCE: WHAT ARE A COUNTRY'S GOALS AND STRATEGY AND HOW CAN UNDP HELP, NOT JUST BY PLACING AN EXPERT HERE AND AN EXPERT THERE. GARCIA ALSO THOUGHT THAT THERE WERE MANY KEY PROBLEMS WHICH WERE NOT COUNTRY-ORIENTED. THIS WOULD MEAN MORE EMPHASIS ON INTER-COUNTRY PROGRAMS. HE CITED TRADE RELATIONS AMONG THE LDC'S. PROBLEMS SUCH AS RURAL DEVELOPMENT ARE MULTI-SECTORAL AND THE SPECIALIZATION OF UN AGENCIES DOES NOT LEND ITSELF TO A MULTI-SECTORAL APPROACH. A SYSTEM HAS TO BE DEvised TO ENABLE UNDP TO EFFECTIVELY ADDRESS MULTI-SECTORAL PROBLEMS. ADMINISTRATIVELY, UNDP SHOULD BE QUICKER TO RESPOND AND TO ACT -- IT WAS MUCH TOO SLOW NOW. MAY SITUATIONS NEEDED QUICK, OFTEN LOW COST, ACTION THAT UNDP WAS NOT GEARED TO PROVIDE, BUT SHOULD BE.

10. WE WERE UNABLE TO SCHEDULE MEETING WITH HOST GOVERNMENT
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PERSONNEL UNTIL TUESDAY MAY 10. WE WILL CABLE THEIR VIEWS ASAP
AFTER MEETING.
WHITEHOUSE

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